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Approved For Release 2000/08/26 : CIA-RDP61S00750A000700050041-3

RATIONALE

1. The basic function of the Central Intelligence Agency is to harmonize the intelligence activities of the various departments and agencies of the Government, so as to produce the best intelligence opinion for the guidance of policy makers. This is the function of COORDINATION which is accomplished by CIA at the national level in threefold manner:

a. By advice and recommendation to the NSC in national security matters necessary to the effective operation of the Federal intelligence system affecting national security.

b. By the correlation and evaluation of intelligence relating to the national security (production of national estimates) and the appropriate dissemination of these products.

c. By performing, for the benefit of existing intelligence agencies, services of common concern.

2. Accordingly, as an integral component of the responsibility of each of the Offices of CIA, each Assistant Director carries on coordination in conducting his normal operations. Hence, the Assistant Director for Coordination must realize that his function is to help the Assistant Directors in solving any of their operating problems in this respect. Thus the AD's and the other agencies should come to expect from the Office of Intelligence Coordination advice and assistance in the solution of problems that are without precedent, or of those which would not be handled in the normal operating channels, or when the so-called "normal operations" become snarled and to some degree non-productive.

3. Since one of the chief mechanisms whereby the DCI engages in and achieves coordination is the Intelligence Advisory Committee, a primary function of the AD/IC, therefore, is to assist in making the IAC effective. This embraces the major function of agenda preparation; ensuring that matters going before the IAC have received proper staff preparatory work, as well as the provision of routine secretariat services.

4. Another medium through which the DCI will express his views on coordination, not only intra-agency but also interagency, will be the regular staff meetings of the Assistant Directors. To make these meetings most productive the AD/IC should be assigned similar responsibilities as are conducted for the IAC, as well as furnishing the necessary secretariat services.

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5. Thus, from the IAC meetings and the CIA Staff meetings will evolve the prototype for coordination throughout and among the departments and within CIA itself. The meetings can set the framework and develop the atmosphere under which the Assistant Directors and their staffs can work most profitably together and with their opposite numbers in the agencies.

6. To adequately effect coordination the AD/IC should develop an intimate knowledge of the functions and activities of the IAC agencies as well as of CIA. The AD/IC should systematically solicit the reactions of the agencies on the effectiveness of CIA's performance. The IAC Progress Report can be made useful in this regard since its preparation at once becomes the excuse for the Office of Coordination to inquire about the major problems and simultaneously produces the necessary information for the AD/IC to evaluate what action he can take either in the field of advice or assistance or as responsible liaison officer.

7. Inevitably as one systematically seeks to uncover the problems as well as achievements in the field of coordination, he will formulate ways to solve difficulties either as things are or as they might be. He will also see the outline of problems for which provision has not yet been made in the organization of CIA to bring about new arrangements either between agencies or within the Agency to meet the problems in its planning. The association between planning and coordination is intimate and effective coordination necessarily leads to planning.

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